

# LESSONS LEARNED AND INSIGHTS FROM EXPERIENCED CED GRANTEES

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# **How to Kick-Off a Successful Project**

Business Outreach Center  
Network, Inc.

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# Business Outreach Center Network

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- **Clean Air Community Economic Development Project**

Job creation through expansion of a single truck stop electrification business

- **Anchor Community Economic Development Project**

Job creation through the expansion of a mission-driven laundry and linen outsourcing enterprise



# BOC CED Projects

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**What does truck stop  
electrification and laundry  
outsourcing have in common?**

**JOBS and**

**DATA – Lots of DATA**

# No Communication - No Data

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## #1 Communication with ALL staff

Clearly convey objectives, approach, timeline, target population, eligibility, etc. to all staff.

## #2 Communication with partners

Agreements should include a commitment to project management meetings, data-sharing, etc.

## #3 Communication with low-income participants

Clearly convey the need for data. Build trust and a commitment to ongoing info sharing.



# No Data – No Job Outcomes

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- **Data Collection and Monitoring Systems**

- Assess your internal monitoring capacity – can systems be readily modified?
- Become an expert in the industry rules and regulations where jobs will be created.
- Define new data points specific to the jobs, the industry and the low-income population.
- Create customized tracking in your existing system or new database/spreadsheet tools.



# Good Internal Monitoring

- Provides measurable information.
- Provides good metrics for Evaluation.
- Systems are set up in advance so that the information can be collected at intake/enrollment and during follow-up.
  - Review/revise intake and enrollment procedures.
  - Ensure all staff conducting intake, creating client files and reporting have been trained in data and backup required.



# Communication, Trust and Data

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## Consistently convey program eligibility and tracking

- Step 1: Provide project details (e.g. income eligibility, job requirements, project rules).  
In outreach materials, at community information sessions and in response to phone inquiries.
- Step 2: Include current income on the application.
- Step 3: Verify income in person.
- Step 4: Gain a signed commitment to provide future job and income data.





# Eligibility and Baseline Data

- **Systematically verify low-income eligibility:**
  - Employment status
  - Income sources and benefits received i.e. UIB, TANF, Health, etc.
  - Household size
  - Annual Income (individual and household)
    - Use applicable Income Guidelines
- **Require proof** i.e. pay stub, benefit card, tax returns, UIB, and/or signed application/income attestation form.
- **Collect comprehensive demographic data**



# The All Important Intake Process

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- Demographics are only the beginning.
  - **Know the job, understand the business!**
    - Screen for regulatory and business requirements
    - i.e. criminal history, home inspection, driver's
    - license, certifications, etc.
  - **Screen for commitment and readiness**
  - **Capture data that can help you track change**
    - i.e. career-related education, homeownership, banked status, literacy indicators, licenses, etc.



# The Right Time and the Right Place

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## **WHEN? At your first meeting**

- Cultivate trust—explain your need for data.
- A good relationship is key to future data.
- Develop understanding and commitment.

## **WHERE? Be flexible – Go, Go, Go!**

- Visit the entrepreneur.
- Create a presence at the work-site.



# Outcomes Connect with Intake Metrics

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## How we track outcomes:

**Document jobs and participant progress through program activities.**

- Collect monthly wage and job advancement data for workers that filled new jobs.

**Conduct Semi-annual follow-up surveys over a period of three years.**

- Record follow-up data in project database.



# The Art of Partnership

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Relevance   Engagement   Trust

Communication   Transparency

Flexibility   Generosity   Commitment

Relationship   Learning   Value

**CLARITY IN BOTH WRITTEN AND VERBAL  
UNDERSTANDING**

**REGULARLY SCHEDULED GROUP CONTACT  
JOINT PLANNING AND SHARING OF PROGRESS**



# BOC Network

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PACIFIC GATEWAY CENTER

# **J**ob **C**reation **T**hrough **A**griculture

Dr.Tin Myaing Thein  
Executive Director of Pacific Gateway Center



## VISION:

***"Empowering our community to achieve self-sufficiency"***

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## MISSION:

*"To empower Hawaii's, immigrants, refugees and low-income residents to achieve self-sufficiency through skill-building and access to opportunities while respecting cultural heritages." Established in 1973*

## VALUES:

*Spirit of Aloha  
Integrity  
Mutual Respect  
Humor  
Teamwork  
Creativity  
Diversity  
Food*



# Background information

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## Situational Analysis

- ❖ Listen to the community at various levels from the Governors office to the low income residents.
- ❖ Adopt a strategic plan from the results-import of 80% of food is a critical weak point for Hawaii
- ❖ Analyzed the food production critical points: Land, Labor, Water
- ❖ Connect existing assets of PGC to formulate “Farm to Table” continuum



# Joined the Farm to Table Social Movement

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# First CED Project: Construction of Restaurant, the outlet

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# Second CED Project: Alternative Energy Source Food Processing Segment

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# Third CED Project: Sustainability Through Agriculture Food Processing and Outlet

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# Fourth CED Project: Jobs Created Through Agriculture (JCTA) & Lessons Learned

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- ❖ Secured 176 acres for 10 years lease from the church
- ❖ Location was ideal with water source close by.
- ❖ Received funding from CED
- ❖ Recruitment was not an issue as we had a waiting list of clients who wanted to farm. Mostly trafficking victims.
- ❖ Now we have the land, labor and water.
- ❖ Strong partners helped with the basic design of the farms.
- ❖ We identified critical pathway for starting to grow.



# Challenges Faced

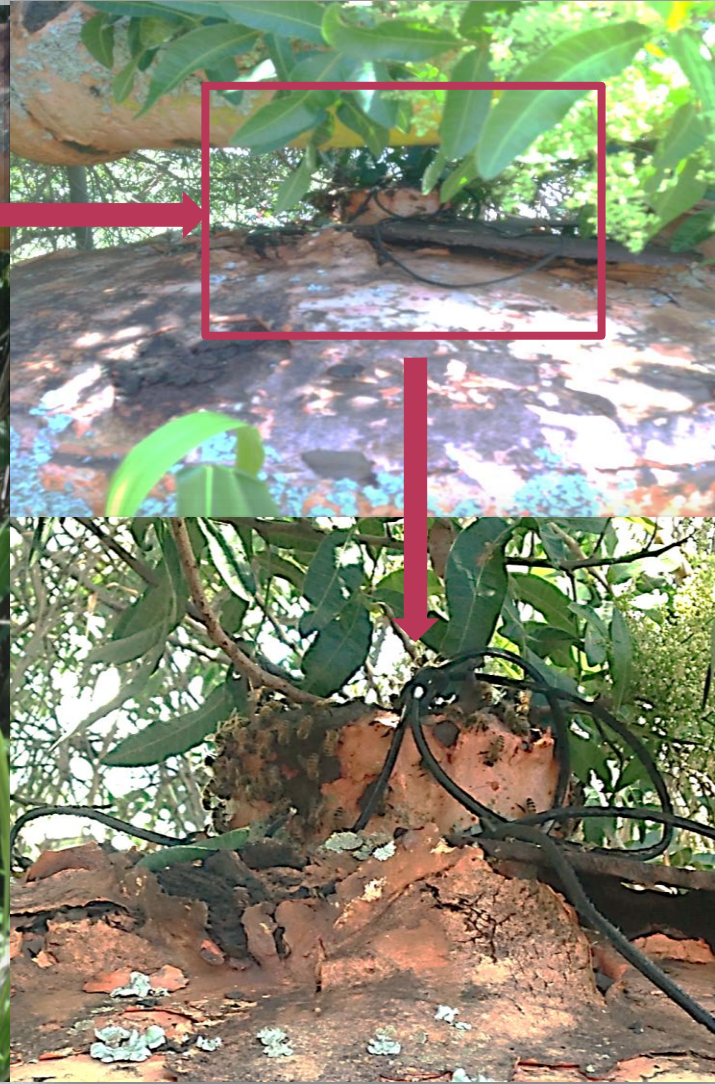
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Vandalism



# BEEES





# TRIAL AND ERROR IRRIGATION





# ILLEGAL DUMPING





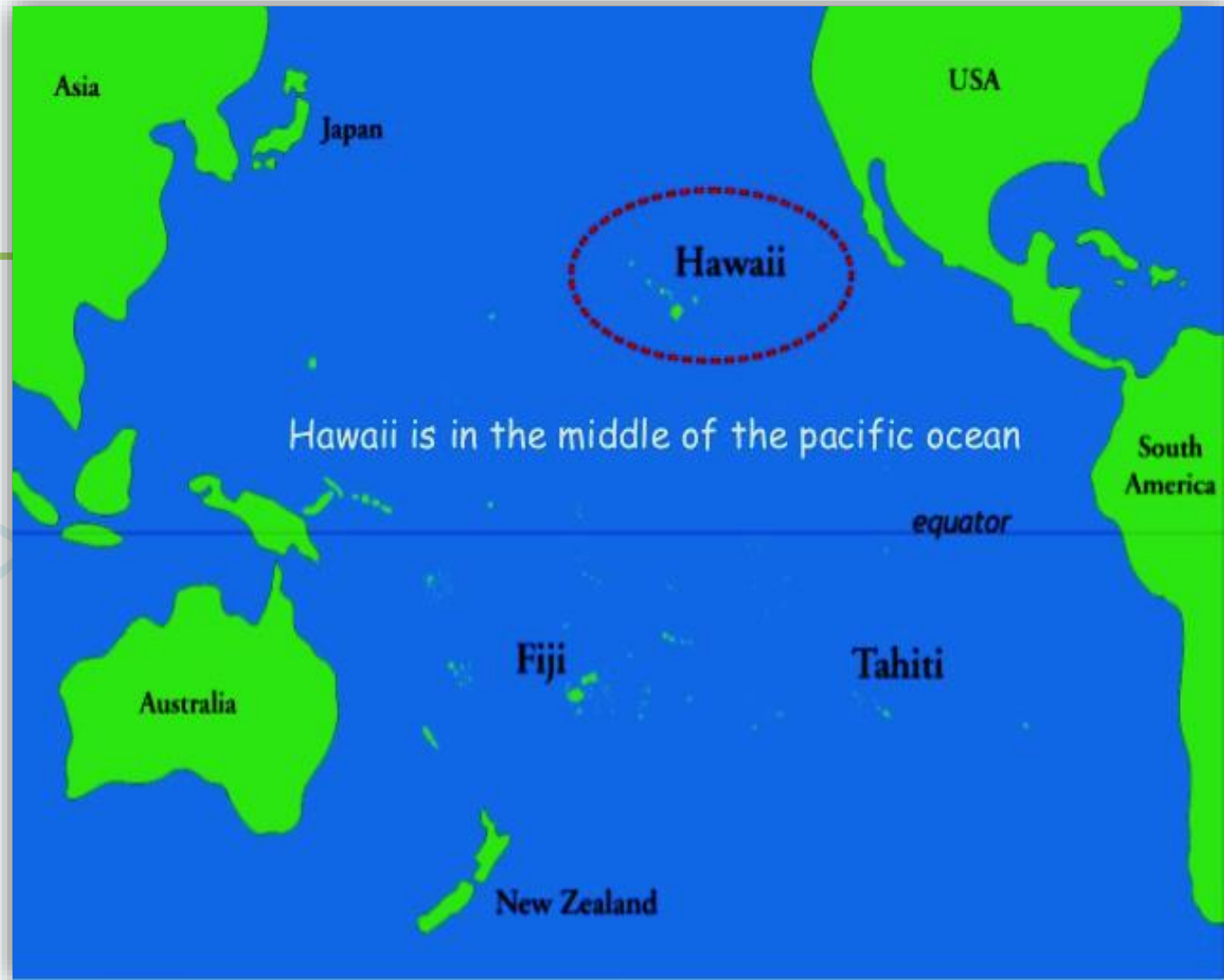






**PGC Farms**

By Pacific Gateway Center



# OLD BOYS NETWORK

NO GIRLS  
ALLOWED

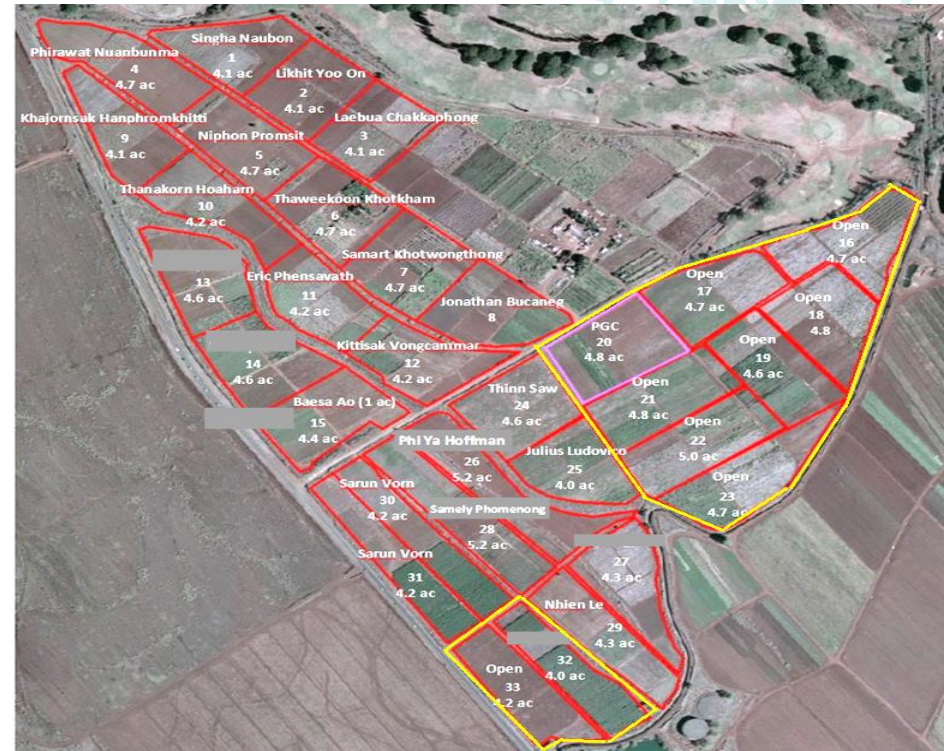




# Jobs Created

**Partners, UH-CTAHR, DOA, FSA , West Oahu Soil and Water Conservation District and HARC helped plan the project**

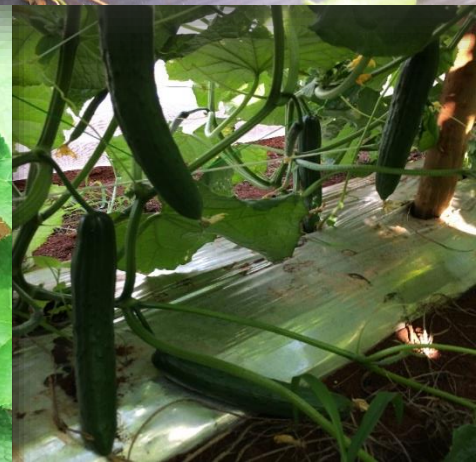
- ❖ Each plot has 2 or more workers
- ❖ Each plot is between 4 or 5 acres
- ❖ Partners advised on crops in demand
- ❖ Project created more than 40 jobs
- ❖ Some farmers have harvested for the 3rd and 4th times.
- ❖ Establishing stronger relationships with Area Development Corporation, Board of Water Supply for ongoing success.







# FIELDS OF BASIL, EGG PLANT, ICE CREAM BANANA, DAIKON AND CUCUMBER





# SQUASH, ASIAN PUMPKIN, KABUCHA PUMPKIN, EGGPLANT, CHILLI PEPPERS





# JOB BENEFITS

- ❖ FARMERS RECEIVE MEDICAL INSURANCE THROUGH MEDQUEST
- ❖ AFFORDABLE HOUSING IN PARTNERSHIP WITH HARC
- ❖ ACCESS TO CREDIT WITH PARTNER FSA AND OTHER FUNDERS
- ❖ TECHNICAL ASSISTANCE , ESL CLASSES AND RELATED WORKSHOPS IN PARTNERSHIP WITH UH-CTAHR
- ❖ ESTIMATED INCOME THOSE WHO HAVE HARVESTED IS 40K



Senator Mazie Hirono representing Hawaii in U.S. Congress and serves on the Committee on Small Business and Entrepreneurship (among others) visited Happy PGC Farmers

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A decorative pattern of stylized teal leaves and branches on the left side of the slide.

# **Mahalo!**

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# **“Green Sheep”**

**Cuatro Puertas Project – Los Ojos, NM**



# Project Overview

Shepherd's Lamb  
Organic Meat and Pelts  
Family-owned  
Rural, persistent poverty

- Innovative green manufacturing
- Working capital loan
- Wind/solar for pelt/wool process
- 47 jobs





# Lessons Learned





# Challenges and Response

Economy tanked (2008)

High gas prices

Green pelt processing salt-intensive

Wool washing water-intensive

USDA Value Added Producer Grant

Self-reliant population

Quarterly 1:1's





# Change of Scope and Adaption

2008 Test market for organic yarn

2009 Organic yarn sales start

2010 Received USDA-VAPG for yarn project

2010 Tapetes de Lana – wool washing and spinning (5 jobs retained)

2011 Test market organic wool blankets

2012 Yarn sales take-off/Soft introduction for blankets

2012 Navajo Churro Featured at Slow Foods' Salone de Gusto in Italy

– organic churro wool premiered

2013 Restructured Tierra Wools and Bought





# Continuous Adaption: [organiclamb.com](https://www.organiclamb.com)

